

# County of Santa Clara

Employee Services Agency  
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DATE: March 4, 2016

TO: Honorable Board of Supervisors  
Jeffrey V. Smith, County Executive

FROM: John P. Mills, Deputy County Executive

SUBJECT: **OFF-AGENDA REPORT RE: ISSUES RELATED TO COUNTY-WIDE INFORMATION TECHNOLOGY CLASSIFICATIONS**

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This memorandum is in response to a referral from the Board for an off-agenda report regarding the following:

- Staffing and Vacancy Rate for Information Technology (IT) Classifications
- Turnover Rate for IT Classifications
- Hiring and Retention Strategies for IT employees.

## I. Findings

1. The vacancy rate for all IT classifications is 27% as of January 18, 2016 (233 vacant positions out of a total of 860 IT positions).
2. Forty-four percent of the 233 vacant positions (102 positions) are being held vacant by departments. The Employee Services Agency – Human Resources (ESA-HR) has reached out to the departments to inquire why these positions are not being recruited.
3. ESA-HR has referred applicants who meet the employment standards for 33% of the 233 vacant positions (77 positions), but the departments have not hired these applicants. ESA-HR is working closely with departments to identify why the departments have not hired these applicants.
4. The annual turnover rate for 2015 for all IT employees is 7.0% (43 employees left the County out of an average of 611 filled IT positions). This is almost the same as the County-wide turnover rate of 6.8%.
5. Excluding retirement, the annual turnover rate for IT employees is 3.6%, also similar to the same adjusted County-wide turnover rate.

6. With regard to hiring and retention, ESA is working closely with the Information Services Department and with SEIU and CEMA representatives as part of the Information Technology Career Compass, a comprehensive effort to examine how the County can improve recruitment and retention of IT employees. In addition, ESA-HR has dedicated full-time staffing to IT recruiting (2.0 HR Analysts) to ensure timely hiring of vacant IT positions. Also, the Senior HR Analyst added at the Mid-Year Budget Review will serve as project manager for high priority IT recruitments.

## II. Staffing and Vacancy Rate for IT Classifications

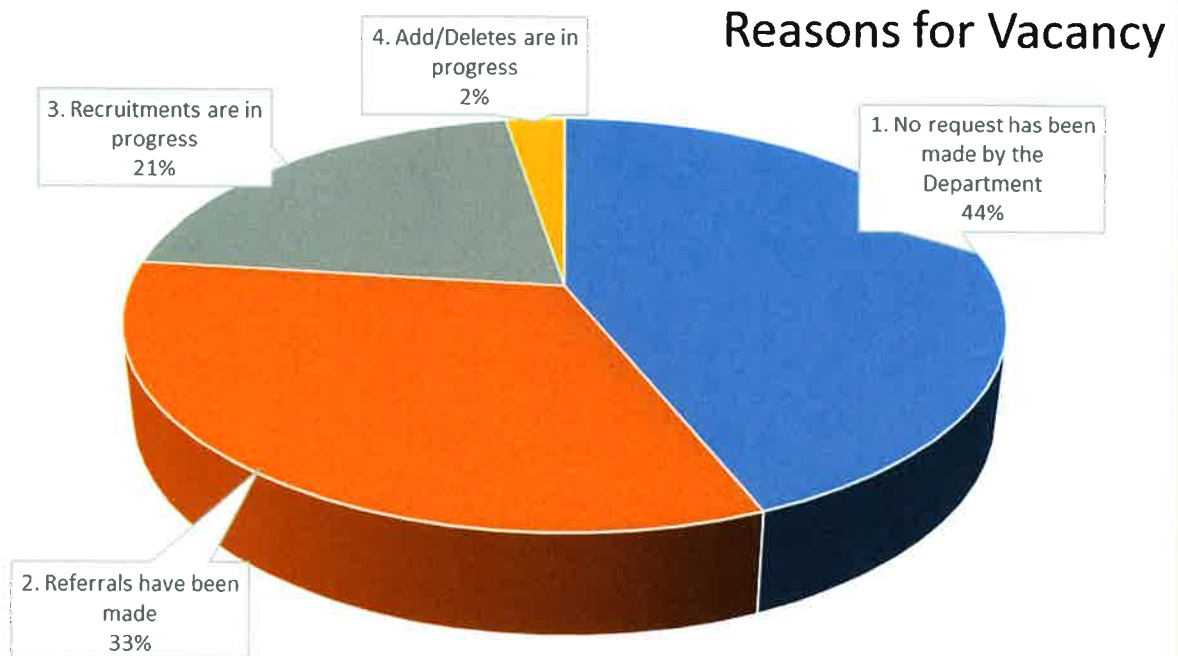
Currently there are 860 IT positions located throughout the County. As of January 18, 2016, 233 of these IT positions (27%) are vacant, as shown by the table below. The table is sorted by departments with the highest percentage of vacancies.

Department	# of Pos.	Vacancies	Vacancy Rate%
Clerk of the Board	1	1	100%
Valley Health Plan	2	1	50%
Department of Alcohol and Drug	6	3	50%
Assessor's Office	36	17	47%
Procurement	7	3	43%
Department of Correction	6	2	33%
Valley Medical Center	324	104	32%
Information Services Department	250	78	31%
Department of Revenue	4	1	25%
Probation Department	17	4	24%
Controller-Treasurer	14	3	21%
Tax Collector	14	3	21%
Consumer and Environmental Protection Agency	5	1	20%
Sheriff's Office	13	2	15%
Social Services Agency	121	11	9%
Clerk-Recorder's Office	5	0	0%
County Counsel	4	0	0%
County Communications	1	0	0%
Department of Child Support Services	6	0	0%
District Attorney	2	0	0%

Public Defender	5	0	0%
Pre Trial Services	1	0	0%
Department of Planning and Development	3	0	0%
Department of Environmental Health	1	0	0%
Facilities and Fleet Department	2	0	0%
Vector Control	1	0	0%
Roads and Airports Department	5	0	0%
County Library	7	0	0%
Parks and Recreation Department	3	0	0%
<b>Total</b>	<b>860</b>	<b>233</b>	<b>27%</b>

HR obtained information from each of the departments as to why their positions remain vacant. The reasons fall into four categories, as described below:

1. No request has been made by the Department to HR for recruitment (102 positions, 44% of total vacancies).
2. HR has referred qualified candidates to the Department, but none of the applicants have been selected (77 positions, 33% of total vacancies).
3. Recruitments are in progress – jobs being posted, or interviews are in process, or job offers are pending acceptance (48 positions, 21% of total vacancies).
4. Add/Deletes are in progress (6 positions, 2% of total vacancies).



The largest percentage of vacancies (44%) represents positions being held vacant by departments. HR has reached out to departments with vacancies in this category and asked them to submit recruitment requests and/or identify why they are holding these positions vacant.

The second largest percentage of vacancies (33%) falls within the Referral Made - No Selection category. ESA-HR is working closely with departments to identify why selections were not made when qualified candidates were referred for interview. Further analysis is being done to evaluate if the position recruited for is the right classification. An add/delete action may be recommended if it is confirmed that the classification is not appropriate for the tasks and skills needed. Additionally, the job specifications are being reviewed prior to recruitment, to ensure the employment standards match the classification and that the knowledge, skills, and abilities accurately reflect the qualities sought in the applicant pool.

### III. Turnover Rate for IT Classifications

The table below shows a comparison of County-wide turnover rate and the turnover rate of IT employees over the last calendar year (2015).

<b>Reasons for Turnover*</b>	<b>County-wide</b>	<b>IT</b>
Resignation	460	15
Retirement	508	21
Release during Probation/Involuntary Termination	81	4
Death	15	2
Unclassified Releases	16	1
<b>Total # of Employees Who Left the County</b>	<b>1,080</b>	<b>43</b>
Average # of Filled Positions During Reporting Period (2015)	15,930	611
<b>Annual Turnover Rate</b>	<b>6.8%</b>	<b>7.0%</b>
<b>Turnover Rate Excluding Retirements</b>	<b>3.6%</b>	<b>3.6%</b>

\*Source: PeopleSoft and NEOGOV Databases

The table above shows that the total number of IT employees who left the County (including through resignation, retirement, and release during probation /involuntary termination) is 43 for the previous year. This translates to an annual turnover rate of 7.0%, almost the same as the County-wide turnover rate of 6.8%. Excluding retirement, the IT turnover rate is 3.6%, which is the same rate as that for the County as a whole. During 2015, eight IT employees transferred or promoted to non-IT classifications in the County. The turnover table does not include extra-help employees who perform seasonal work or assist with peak workload.

#### **IV. Hiring and Retention Strategies for IT Employees**

ESA-HR has been working closely with the Information Services Department and SEIU and CEMA representatives as part of the Information Technology Career Compass (ITCC) initiative to examine how the County improves recruiting and retaining IT employees. All IT classifications will be reviewed to ensure that they are up-to-date in this fast-changing technology-driven work environment, and to provide a career path for County IT employees.

In addition, ESA-HR has two dedicated Human Resources Analysts specifically assigned to conduct all county-wide IT recruitments. This has helped streamline the various hiring processes to shorten the recruitment cycle time by partnering with the various key job experts to assist with application review and test development.

With regard to hiring, ESA-HR will continue to do the following:

- Attend various targeted IT job fairs
- Post specific IT recruitments on external Job Boards (Monster, Dice, and LinkedIn)
- Continue to partner with ISD subject matter experts

The following efforts have been made to improve the hiring process:

- Hired an extra-help Management Analyst to identify barriers and reasons for ongoing IT vacancies
- Reassigned the recruitment responsibilities for HHS-IT classifications to the ESA-HR Hedding Office. It is expected that this change will help pool subject matter experts to help streamline the recruitment process.
- Assigned a second Human Resources Analyst to assist with IT recruitments

- Centralized the Recruitment and Classification workload such that expertise in the development and revision of job specifications and in the recruitment for those job classes will reside within the same HR Analyst, creating an effective HR business partner and single point of contact within HR for the department
- Reviewing current vacancies for possible administrative add/delete actions to ensure we are recruiting for the appropriate classifications
- Added a Senior Human Resources Analyst position at the Mid-Year Budget Review to serve as a project manager on these high priority recruitments for these departments with critical personnel needs.

cc: John Dam, Human Resources Director  
Lee Herrmann, Interim Chief Information Officer  
Leslie Crowell, Deputy County Executive  
Megan Doyle, Clerk of the Board of Supervisors